

Amgueddfa Cymru - National Museum Wales	
Nodyn diogelu Cover note	Bwrdd yr Ymddiredolwyr Board of Trustees
Dyddiad y cyfarfod / Date of meeting 28 February 2013	Rhif agenda / Agenda number 9
Teitl y papur / Paper title Director General's Report Quarterly Briefing Quarter 3	Awdur / Author David Anderson
Dyddiad / Date 20 February 2013	Cyfrinachol? / Private and confidential? <i>Û yn ôl y galw / as appropriate</i>  Ie / Yes      Na / No <i>Û</i>
Disgrifiad byr / Brief description  The Quarter three report covering performance against Vision Map Key Objectives and visitor figures to sites and the website.	
Adnoddau angenrheidiol Resource implications and requirements	<i>Û yn ôl y galw neu rhwng manylion / as appropriate or describe</i>
Dim None	<i>Û</i>
O fewn y gyllideb bresennol Within existing budgets	
Adnoddau angenrheidiol – manylion a chost Resources required – details and cost	
Gofynnir i aelodau / Members are asked to	<i>Û yn ôl y galw / as appropriate</i>
Trafod a chytuno Discuss and approve	
Derbyn gwybodaeth a briffio Receive information and be briefed on	<i>Û</i>
Derbyn a nodi Receive and note	

## Amgueddfa Cymru – National Museum Wales

### Meeting of the Board of Trustees

February 28<sup>th</sup> 2013

#### Director General's Report to the Board Q3 2012-2013

Please find attached my Q3 report to the Board comprising the dashboard of indicators, graphical and tabular representations of the number of visits to sites, a graph showing the number of website visits, and a new financial report.

#### Performance reporting

On the dashboard, the quantitative indicators are performing well and are generally to target with the exception of the number of formal education visits which, although coming in above target for Q3, still remains below target for the nine-month period. Work continues to benchmark and to monitor this particular indicator closely over the remainder of the year.

The qualitative reports give examples of good progress for all the perspectives, although a number of projects such as the reviews of collections, research and conservation strategies have been rescheduled to follow-on from the Change Programme in 2013 and feature in the Operational Plan 2013-2014.

The progress against target/milestones for each Vision Map objective is green with the exception of 'Communicating Collections' owing to the below-target formal education visits figure and this is rated at green/yellow.

In relation to the number of visits to sites, Amgueddfa Cymru had 77,255 visitors across all our sites in December, which is slightly above target. The cumulative figure for the April-December period is 1,416,847 visitors which is 7.74% above the target and an extra 49,829 visitors compared to the same period in 2011.

2012-13 continues to show an increase in website visits on previous years, with Q3 activity continuing the overall pattern. October witnessed a greater than average amount of activity – this could largely have been down to the launch of Artes Mundi at National Museum Cardiff and the build up to half term activities. The overall trend in yearly activity however remains in-line with the general pattern, with expected drop off in during December. Following previous trends, we can forecast that this activity will pick up in Q4.

#### Financial reporting

The financial annex provides the December financial position report. Revenue income and expenditure is generally in line with expectations. A number of items have been purchased using the specimen budget including some which have been partly funded by third party contributions. Capital expenditure is proceeding to plan.

David Anderson, Director General

## Director General's Performance Report Q3 (April – December) 2012-2013

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out-turn	Annual Target (9-month target)	Out-turn to end of Quarter 3	Qualitative Report (April – December 2012)	Progress against target/ milestone
<b>World-class museum spaces (The People of Wales)</b>	Number of visits*	1,690,340	1,600,000 (1,315,100)	1,416,847	Most of the 2012/2013 Operational Plan milestones for the St Fagans re-development have been completed. Work continues on the income generation plans. There has been good progress on the other site projects including plans developed for the Mill and Ty Pen Pownd at the National Wool Museum and feasibility study and options appraisal for the redevelopment of National Roman Legion Museum.	Green
<b>International reputation (The People of Wales)</b>	Number of venues to which loans made across the world*	312 (99 in Wales)	310	294 (99 in Wales)	Exhibition proposals for Chongqing (March 4 <sup>th</sup> 2013) are now well-advanced with the themes, content and design agreed. Work has continued with the AFA on the proposed 'Landscapes' art tour to the USA with three venues now confirmed. Artes Mundi V opened to programme. A comprehensive learning resource was produced and live guides trained. The awards dinner held on 29 November was a great success.	Green
	Number of international collaborations	New Indicator	100	93		
<b>Priority audiences (Presenting Wales)</b>	Number of visits by priority audiences	New Indicator	No target	This will be reported once major survey complete	New Audience Development Action Plans have been produced for each museum and are being implemented. As part of the new Visitor Profile study across all sites, interviews are on-going and will continue until March 2013. Interim results have already been reviewed by the Senior Management Team. The organisation-wide booking system is being configured to support charging for value-added schools sessions booked to take place from September 2013. Amgueddfa Cymru's Child Poverty Strategy is being implemented. A successful session	Green
	Number of events targeted at priority audiences	New Indicator	No target this year	550		

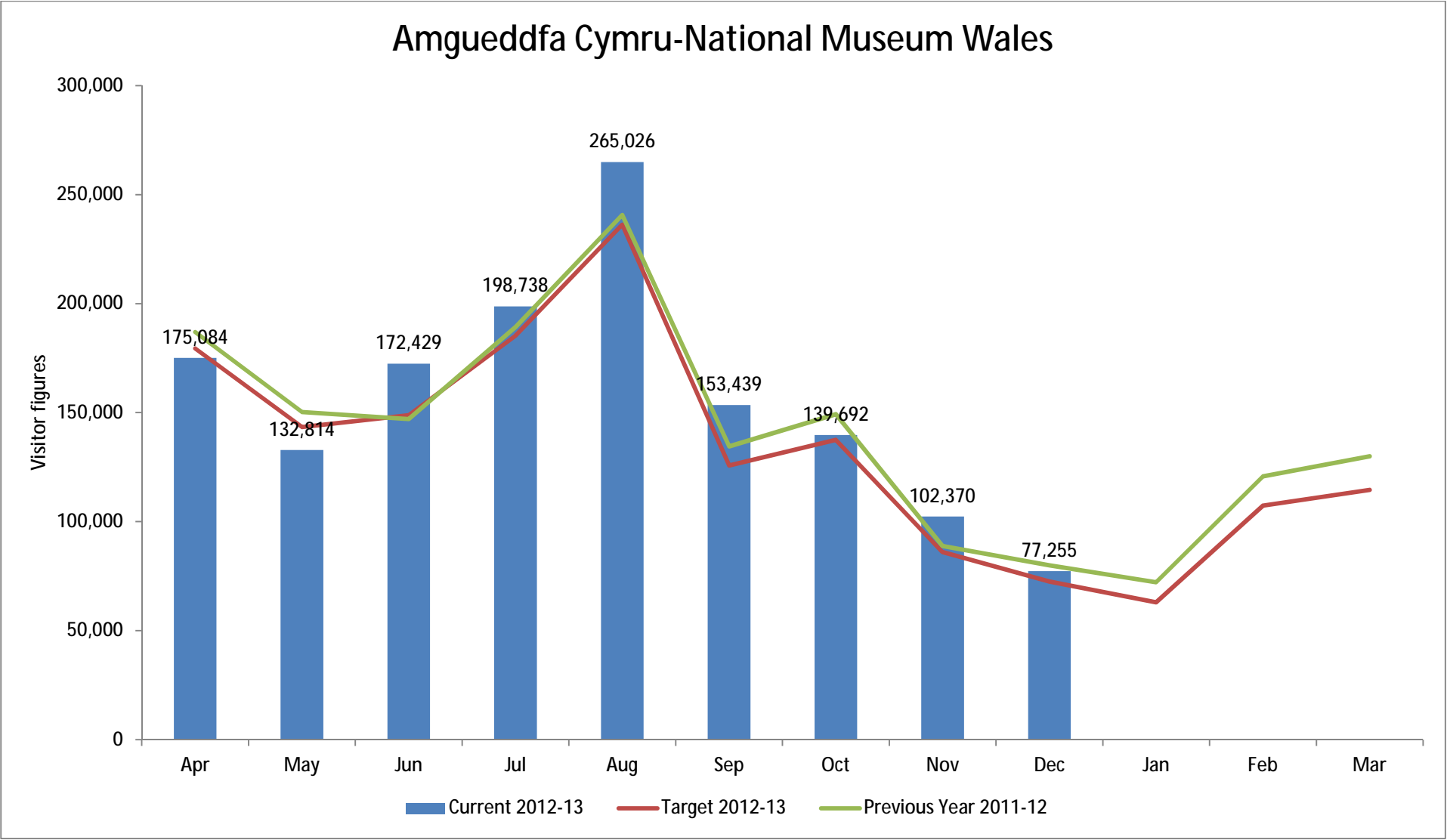
Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out-turn	Annual Target (9-month target)	Out-turn to end of Quarter 3	Qualitative Report (April – December 2012)	Progress against target/ milestone
					on the role of museums in tackling child poverty was chaired by the DG at the Museums Association Conference in Edinburgh in November 2012. The session included presentations from the Minister for Housing, Regeneration and Heritage and from Glasgow Museums and National Museums Liverpool.	
<b>Collections and research (Presenting Wales)</b>	Number of research projects  % Collections computerised to inventory standard	203  46.8%	228  48.5% (48.3%)	230  49.6%	Reviews of collections, research and conservation all to follow the Change Programme in 2013. Phase 2 of the consortium-led JISC-funded digitisation project of GB and Ireland type fossil specimens leading to an open freely accessible on-line database is underway. Work is progressing in relation to the new 'Virtual Microscope' in collaboration with the Open University. Amgueddfa Cymru has recently joined the Welsh Institute for Research of Art and Design (WIRAD) in order to increase research capacity and continues to work with the National Botanic Garden in a range of ways, including the development of an MOU. Headland design have completed report on our preliminary work with CyMAL to scope options for the interpretation of aspects of people's history in Wales.	Green
<b>Communicating collections (Presenting Wales)</b>	Number of formal education visits*  Number of informal education visits*	248,425  242,381	235,000 (176,000)  200,000 (150,000)	168,753  206,085	The formal learning figures during Q3 were above target but for the nine-month period the figure remains under target. Work continues to benchmark and to monitor figures across the year. Work continues on a new Exhibitions Strategy and a new Publications Strategy is being implemented. Work continues on an exhibition to celebrate the	Green/ Yellow

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out-turn	Annual Target (9-month target)	Out-turn to end of Quarter 3	Qualitative Report (April – December 2012)	Progress against target/ milestone
					Tercentenary of Richard Wilson with the exhibition catalogue is being developed. The rolling programme of exhibitions at all sites is on target. Proposals for the centenary of the start of WW1 are now in place and Amgueddfa Cymru will play a key role in taking these forward.	
<b>Partnerships (Improving performance)</b>	Number of active partnership projects	25	23	Reported annually	AC continues to work with CyMAL and the other partners in implementing the Welsh Government's Museums Strategy and our action plan on this has been updated. We continue to work with partners as part of the new Sharing Treasures Scheme and continue to support the bid for World Heritage Status for the slate areas in North Wales. A new exhibition was opened at Oriel y Parc (Pembrokeshire Coast National Park) on 19 October and AC actively provided input to Snowdonia National Park's work on 'Yr Ysgwrn'.	Green
<b>Talent, skills and competencies (Improving performance)</b>	Percentage of staff in receipt of Training and Development Number of volunteering opportunities	31.7%  New indicator	25%  20 (15)	19.3%  21	The new HR Strategy is being implemented. The Heritage Horticultural Skills scheme has received second phase funding from the HLF and a second tranche of trainees started in September. Six of the national museum sites have now achieved IIP standard with the National Wool Museum achieving the award for the first time in December.	Green
<b>New Media (Improving performance)</b>	Number of website visits*	1,648,896	1,450,000 (1,087,500)	1,394,284	Work as a lead partner on Peoples Collection Wales is continuing with the implementation of the action plan agreed by the federated management service. The digitisation programme for the Esmee Fairbairn Foundation-funded Natural Images historic project is	Green

Vision Map Key Objective (Perspective)	Quantitative Indicator	Previous year out-turn	Annual Target (9-month target)	Out-turn to end of Quarter 3	Qualitative Report (April – December 2012)	Progress against target/ milestone
					well-underway.	
<b>Advocating for sustainability (Financial success)</b>	Number of people at targeted advocacy events	1000	1000 (750)	730	The Museum's stand at the Urdd Eisteddfod received 2695 visitors including the First Minister, who tried his hand at slate splitting. A staffed-stand was provided at the Royal Welsh Show with success. Amgueddfa Cymru's presence at the National Eisteddfod in the Vale of Glamorgan was extremely successful with over 4000 people visiting the stand during the week. The updated Advocacy Strategy is being implemented.	Green
<b>Development and use of resources (Financial success)</b>	Profit returned from Enterprises	£490,918	£401,928 (£399,275)	£502,171	The Museum's budget plans, produced and presented to PRC, are on target.	Green
	Funding generated by Development Department	£1,174,261	£1,261,620	£960,701	Work is underway to evaluate the feasibility of photovoltaic arrays at Big Pit and Nantgarw. Green Dragon Level 3 accreditation has been achieved at all sites.	
	Research Income	£95,897	£170,000	Reported Annually	New Development Director has been appointed to lead on developing AC fundraising strategy.	

\*Welsh Government Dashboard Indicators Colour coding: **Green** – milestones achieved to target; **Yellow** – milestones delayed/below target but deliverable within year; **Orange** – milestones delayed/below target but deliverable within next year; **Red** – milestones undeliverable

Visits to Amgueddfa Cymru sites 2012-2013



AMGUEDDFA CYMRU - NATIONAL MUSEUM WALES

CUMULATIVE VISITOR FIGURES April - December 2012

PLUS VARIANCE FROM 2011 and 2000

Museum	2012	2012	2011	2000	Variance from		Increase/Decrease		Increase/Decrease	
	Actual	Target			Target		on 2011		on 2000	
					No.	%	No.	%	No.	%
Cardiff	<a href="#">354,959</a>	<a href="#">283,000</a>	<a href="#">314,079</a>	163,456	71,959	25.4	40,880	13.0	191,503	117.2
St Fagans	<a href="#">510,601</a>	<a href="#">515,000</a>	<a href="#">511,533</a>	266,969	-4,399	-0.9	-932	-0.2	243,632	91.3
Roman	<a href="#">58,598</a>	<a href="#">51,000</a>	<a href="#">54,489</a>	50,361	7,598	14.9	4,109	7.5	8,237	16.4
Wool	<a href="#">29,346</a>	<a href="#">21,100</a>	<a href="#">25,512</a>	8,236	8,246	39.1	3,834	15.0	21,110	256.3
Slate	<a href="#">120,732</a>	<a href="#">126,500</a>	<a href="#">132,601</a>	46,786	-5,768	-4.6	11,869	-9.0	73,946	158.1
Big Pit	<a href="#">128,475</a>	<a href="#">127,000</a>	<a href="#">125,958</a>	67,475	1,475	1.2	2,517	2.0	61,000	90.4
Waterfront	<a href="#">214,136</a>	<a href="#">191,500</a>	<a href="#">202,846</a>		22,636	11.8	11,290	5.6		
<b>TOTAL</b>	<b>1,416,847</b>	<b>1,315,100</b>	<b>1,367,018</b>	<b>603,283</b>	<b>101,747</b>	<b>7.74</b>	<b>49,829</b>	<b>3.65</b>	<b>599,428</b>	<b>99.4</b>

Oriel y Parc Total

[117,775](#)



## Visits to Amgueddfa Cymru Website 2012-2013



## Definition of Key Performance Indicators

Key Performance Indicator	Definition
Number of visits*	Total number of visits to the museums of Amgueddfa Cymru. This indicator includes the number of formal education visits and the informal on-site visits to Amgueddfa Cymru museums
Number of venues to which loans made across the world*	Total number of venues to which loans made at start of year + new venues to which loans made during year
Number of international collaborations	Number of international collaborations at the start of the year plus the number of international collaborations built during the year, an international collaboration being defined as any relationship between AC and an organisation outside the UK where there is mutual benefit to both partners. Does not include loans as these are collected separately.
Number of research projects	Number of research projects underway at the start of the year + number of new research projects started in year
% Documentation projects on target	Percentage of the projects focussed at documenting specific elements of the collection that are on target i.e. going to deliver the stated number of items documented
Number of visits by priority audiences	Average percentage of total visits by each priority audience obtained visitor profiling survey
Number of events targeted at priority audiences	Number of events across all museums targeted at the priority audiences of families, young people (16-24 year olds) and tourists
Number of formal education visits*	Number of visits to one of our museums, as part of the delivery of, or arranged to complement and support the learning objectives of a recognised formal curriculum, usually by teachers and students from schools, colleges or universities. This figure also includes visits by teachers pursuing CPD opportunities and those undertaking work experience or placement opportunities, arranged as a formal curriculum supporting experience. All visits are counted daily, rather than per workshop or placement
Number of informal education visits*	= Number of 'added-value' learning visits + Number of participants in off-site learning activities Number of 'added-value' learning visits is defined as the number of visits to one of our museums, where there is an additional learning offer, over and above the core learning offer available at all Museum sites to the general public i.e. visits to special programmed events open to all or visits

Key Performance Indicator	Definition
	by specific and hard-to reach audiences, usually by prior arrangement, for facilitated sessions. Number of participants in off-site learning activities is defined as the number of participants in learning opportunities (based on our museums, collections or work), not at one of our museums but facilitated or organised by a member of museum staff. Summation of actual counts of participants in off-site programmes
Number of active partnership projects	Number of key corporate partnership relationships at the start of the year plus the number of partnership relationships built during the year
Percentage of staff in receipt of Training and Development	Number of staff in receipt of training and development during the quarter expressed as a percentage of the total number of staff
Number of volunteering opportunities	Number of volunteering vacancies offered by Amgueddfa Cymru during the quarter
Number of website visits*	The number of website visits calculated using 'AWStats' and 'Google Analytics', together with analytical narrative on hits, downloads and dwell time
Number of people at targeted advocacy events	Number of attendees at targeted advocacy events, expressed in relation to the number of invitees and the number of events, supported by a narrative on the purpose of events
Profit returned from Enterprises	The net profit (having taking into account costs) raised through Enterprises within the financial year
Funding generated by Development Department	Income raised through fundraising within the financial year
Research Income	Research income generated as a result of partnerships

**\*Welsh Government dashboard indicators**

Amgueddfa Cymru – National Museum Wales  
REVENUE FINANCIAL POSITION  
31 December 2012

	Annual	Year to Date				Previous Year to Date		
	Budget £'000	Budget £'000	Actual £'000	Budget Variance £'000	%age	Actual £'000	Variance £'000	%age
<b>Core Income</b>								
Revenue Grant in Aid	22,447	16,301	16,301	0	0%	15,857	444	3%
People's Collection Grant	395	296	189	(107)	-36%	190	(1)	-
HLF funding - SNHM Redevelopment	0	0	0	0	0%	0	0	0%
Trading Subsidiary Profit	402	0	0	0	0%	0	0	0%
Trading Subsidiary Recharges	162	122	119	(3)	-2%	119	0	0%
Contribution from CCS	544	408	394	(14)	-3%	395	(1)	0%
Dept Self Generated Income	618	377	559	182	48%	436	123	28%
Specimen/Private Funds Transfer	99	41	41	0	0%	27	14	0%
<b>Total Core Income</b>	<b>24,667</b>	<b>17,545</b>	<b>17,603</b>	<b>58</b>	<b>0%</b>	<b>17,024</b>	<b>579</b>	
<b>Core Expenditure</b>								
Staff Costs	19,434	14,462	14,425	37	0%	13,751	(674)	-5%
Operating Costs	6,472	4,253	4,007	246	6%	4,169	162	4%
Transfer to CMP	9	0	0	0	0%	0	0	0%
Loan repayments Carbon Trust	44	44	43	1	2%	22	(21)	-
Cash b/f earmarked- transfer from reserves	(989)	(989)	(989)	0	0%	(895)	94	-11%
Transfer from reserves - approved commitments	(286)	(286)	(286)	0	0%	0	286	-
<b>Total Core Expenditure</b>	<b>24,684</b>	<b>17,484</b>	<b>17,200</b>	<b>284</b>	<b>2%</b>	<b>17,047</b>	<b>(153)</b>	
<b>Net Core Expenditure</b>	<b>(17)</b>	<b>61</b>	<b>403</b>	<b>342</b>		<b>(23)</b>	<b>426</b>	
<b>Non-Core Expenditure</b>								
Net SNHM Redevelopment income/expenditure	255	191	316	(125)	-65%	0	(316)	-
VRS costs	97	97	93	4	4%	0	(93)	-
<b>Total Non-Core Expenditure</b>	<b>352</b>	<b>288</b>	<b>409</b>	<b>(121)</b>		<b>0</b>	<b>(409)</b>	
<b>Transfer from reserves to Non-Core</b>	<b>(352)</b>	<b>(288)</b>	<b>(409)</b>	<b>(121)</b>	<b>42%</b>	<b>0</b>	<b>409</b>	<b>-</b>
<b>Net Income/(Expenditure) in year</b>	<b>(17)</b>	<b>61</b>	<b>403</b>	<b>342</b>	<b>563%</b>	<b>(23)</b>	<b>426</b>	

## Core Income

£16.301m Revenue Grant in Aid has been drawn down as at the end of the month, in line with year to date revenue expenditure and forecasts. Other grants of £189k have been received from the Welsh Government for the People's Collection project, out of £395k awarded for the year.

Trading subsidiary recharges year to date amounted to £119k, and a contribution of £394k from CCS towards the running costs of the National Waterfront Museum (NWMS) has been received as at the end of the month, roughly in line with budget.

Actual year to date department self-generated income was £559k, exceeding the year to date budget by £182k. Additional self-generated income has been allocated to the appropriate staff and operating budgets. Grants received include £50k from the Welsh Government towards the Chongqing exhibition in China; £49k for St Fagans: National History Museum (SNHM) from Paul Hamlyn, £40k for the Geology Department from the Joint Information Systems Committee, £37k for Archaeology & Numismatics from the British Museum

for portable antiquities, £36k from the Leverhulme Trust for BioSyB, and £10k from CyMAL for the Child Poverty Conference.

The Specimen/Private Funds transfer annual budget represents transfers from the Specimen Grant of £54k to contribute to some of the Historic Buildings Unit staff costs, of which £41k has been transferred for the first 9 months of the year, and from Private Funds of £45k to cover the cost of the Development department operating costs. The full amount is expected to be transferred for the year.

### **Core Expenditure**

Actual staff costs were £14.425m against a year to date budget of £14.462m giving an underspend to date of £37k, mainly due to vacant posts in NWMS. Staff savings, including the unutilised part of the provision for salary increases, of £98k in total were clawed back to reserves in December for the quarter, following £77k clawed back in September.

Operating costs actual year to date spend was £4.007m against a year to date budget of £4.253m, an under-spend of £246k, 6% of budget. The underspend includes £105k at NWMS which is ring-fenced. Budgets are in most cases expected to be fully spent by the end of the year.

£9k is budgeted to be transferred to capital projects expected to be carried out by the end of the year. The 6-monthly loan repayments to the Carbon Trust have now been made in full for the year.

The average time taken for payment of invoices in the 9 months from April 2012 was 9.5 calendar days, which includes 96.2% of invoices settled within 30 days.

### **Non-Core Expenditure**

£255k was planned to be transferred to the SNHM redevelopment project during 2012-13. Revenue costs incurred against this project were £316k to the end of December - these costs are mainly on Stage 1 of the project and therefore are not eligible for HLF funding. This phase 1 overspend has been taken into account within the overall project funding and reporting.

£93k VRS costs have been incurred, slightly less than the budget of £97k. The under-spend of £4k will be clawed back to contingency. Non-core expenditure in 2012-13 is being funded from reserves, in line with the Museum's previously agreed plans.

### **Conclusion**

The Museum's revenue position at 31 December 2012 is broadly in line with budget, with expenditure and reserves being well managed, and some savings made which have been clawed back to reserves.

The Museum's Procurement Strategy is currently being updated to reflect new public policy initiatives. The Strategy will be launched in 2013, following the Welsh Government's publication of a Statement on Procurement Policy in December 2012. A key element of the Strategy will be a drive to raise the profile of procurement across Museum. In the meantime the Finance Department is working with the Departments and Sites to encourage more efficient use of the Museum's procurement systems, including the procurement card, to achieve improved value for money purchasing and budgetary control.

Implementation of a new HR system is underway and the payroll function is being outsourced, with a planned 'go-live' date of April 2013. Plans are also in place to implement new systems for sales invoicing and expenses, which will enable further automation of systems, thus achieving business process efficiencies.

Amgueddfa Cymru – National Museum Wales  
SPECIMEN FINANCIAL POSITION  
31 December 2012

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
<b>Income</b>			
Specimen Grant in Aid	538	0	538
Contributions	0	255	(255)
<b>Total Income</b>	<b>538</b>	<b>255</b>	<b>283</b>
<b>Expenditure</b>			
Departments	463	311	152
Special Purchases	120	229	(109)
Transfer to SNHM Redevelopment	310	0	310
HBU	200	64	136
<b>Total Expenditure</b>	<b>1,093</b>	<b>604</b>	<b>489</b>
<b>Net Income/(Expenditure) in year</b>	<b>(555)</b>	<b>(349)</b>	<b>(206)</b>
<b>Cash b/f</b>	<b>665</b>	<b>665</b>	<b>0</b>
<b>Cash c/f</b>	<b>110</b>	<b>316</b>	<b>(206)</b>

### Income

There has been no draw down of Grant in Aid to date as the cash brought forward from the previous year has been funding expenditure. £291k has been drawn down in January with the remainder to be drawn down in February.

Contributions includes £209k received from HLF and the Art Fund towards the purchase of 2 paintings of Margam House, and £30k received from the Derek Williams Trust towards special art purchases, including £25k towards the 2011-12 purchase of 'Blaenau Ffestiniog Circle' by Richard Long. The A&N Department received a grant of £8k for cave research, and BioSyB received £8k from the Smithsonian Institute.

### Expenditure

Year to date expenditure by the Departments is £311k, including £7k on an Ichthyosaur Skull by the Geology Department, £25k on 4 silver casters by the Art Department, and £41k transferred as a contribution to the HBU salaries revenue budget for the first 9 months of the year.

£229k has been spent on special art purchases, being the paintings of Margam House referred to above (£219k), and 'Fossil Panel' by Steffen Dam (£10k). £64k has been spent on the Vulcan project by HBU. There is no year to date spend against the transfer to SNHM Redevelopment, but £271k is committed for the transfer of SNHM collections for storage at the Collections Centre in Nantgarw.

It was planned to carry forward £110k at the end of the year, which will be allocated to the SNHM Redevelopment project. Any under-spend on the transfer to SNHM Redevelopment project will be due to timing and also be carried forward to be used on the project in 2013-14.

Amgueddfa Cymru – National Museum Wales  
CAPITAL FINANCIAL POSITION  
31 December 2012

	Annual Budget £'000	Year to Date Actual £'000	Budget Remaining £'000
<b>Income</b>			
Capital Grant in Aid	600	135	465
Transfer from Revenue	9	0	9
Transfer from Private Funds/Development	62	0	62
Other	0	20	(20)
<b>Total Income</b>	<b>671</b>	<b>155</b>	<b>516</b>
<b>Expenditure</b>			
Capital Maintenance Programme	593	164	429
Transfer to SNHM Redevelopment	116	108	8
SNHM Infrastructure	400	332	68
Residual Projects	0	0	0
<b>Total Expenditure</b>	<b>1,109</b>	<b>604</b>	<b>505</b>
<b>Net Income/(Expenditure) in year</b>	<b>(438)</b>	<b>(449)</b>	<b>11</b>
<b>Cash b/f</b>	<b>886</b>	<b>886</b>	<b>0</b>
<b>Cash c/f</b>	<b>448</b>	<b>437</b>	<b>11</b>

#### Income

£135k of Capital Grant in Aid has been drawn down year to date; most of the year to date expenditure has been funded by cash brought forward. The full £600k will be drawn down during the year. £20k other income has been generated through scrap sales at Big Pit.

#### Expenditure

Year to date expenditure includes £164k on the agreed Capital Maintenance Programme, which includes £75k on minor works across all sites, £62k on a retention re. the Upper West Wing project, £11k on accessibility issues and £9k on the IT network. Further works are planned January to March which will utilise the whole remaining budget.

£108k has been spent so far on the SNHM Redevelopment project, of which approximately £50k will be funded by HLF.

The £332k spent on SNHM Infrastructure is mainly the budget overspend from 2011-12, which arose due to timing differences. An equivalent amount is included in the cash brought forward figure.

It is anticipated that £448k will be carried forward at the end of the year, which is committed to the SNHM Redevelopment project.